

WALKER
PARKING CONSULTANTS

INDIANAPOLIS
INTERNATIONAL
AIRPORT PARKING
SYSTEM

INDIANAPOLIS, INDIANA

PREPARED FOR INDIANAPOLIS
AIRPORT AUTHORITY



March 26, 2010

Mr. Jerry Wise, Treasurer
Indianapolis Airport Authority
7800 Col. H. Weir Cook Memorial Drive, Suite 100
Indianapolis, IN 46241

Michael Huber
Director of Enterprise Development
Office of the Mayor
City-County Building Suite 2501
200 E. Washington Street
Indianapolis, IN 46204

Re: Indianapolis International Airport Parking System
Request for Information

Dear Messieurs Wise and Huber:

Walker Parking Consultants is pleased to respond to the referenced RFI. Thank you for inviting us to propose on the referenced engagement.

We are interested in serving as a technical advisor to the Indianapolis Airport Authority (Authority) or the Authority's chosen financial advisor for this assignment. We are not proposing to underwrite a financial transaction.

We specialize in engagements such as this one and by selecting our firm, the Authority can expect to enjoy the following benefits:

- *Team.* Our team members have significant parking-related P3 experience. All of the individuals featured within this proposal have experience with multiple P3 parking projects.
- *Experience with P3 Projects.* Little parking infrastructure has been monetized in the U.S. However, Walker Parking Consultants has been engaged to work on six such transactions, including the City of Chicago's 9,100-space underground parking system, a large North American airport, the Harrisburg Parking Authority's aborted attempt to monetize parking assets, the City of Minneapolis' sale of five parking ramps, the Pittsburgh International Airport's prospective monetization of its parking, and the City of Indianapolis on- and off-street parking P3. We are currently under contract with one of

the world's largest private equity firms to provide technical advice on the City of Los Angeles and City of Pittsburgh P3 transactions. Again, we offer unmatched experience, on both the buy and sell sides. And, the team that has been assembled for this project brings previous experience with these other "P3" projects. This experience will be put to use and help maximize the value of incoming bids.

- *Responsiveness.* We offer the highest level of responsiveness as a result of our commitment to provide a high level of customer service; and the fact that we have greater resources than other parking consulting firms, which enables us to provide an unrivaled depth and breadth of experience and responsiveness. The result is a quality product and service that will help the Authority maximize the value of incoming bids, and control costs by minimizing project run time.
- *Ability to Stay on Schedule.* The schedule for this project is challenging. However, because of our significant resources we are confident of our ability to meet the project schedule. "Time is money"; keeping the project on schedule will save money for the Authority by controlling the Authority's staff costs.
- *Full-Service Firm.* Walker will provide all of the required services in-house. We have the project management skills, engineering staff, parking operations expertise, and market and financial analysts needed to deliver quality service. Throughout the course of this engagement, a need for services not identified within your RFP or our proposal may arise; we are prepared to respond. No other firm can match Walker's experience earned in assisting owners in securing over two billion dollars (\$2B) in parking facility financing.
- *Risk Mitigation.* Our local presence, successful track record with other P3 projects, and access to relevant resources will mitigate risks and streamline the decision process.
- *Reputation.* We are the largest, most experienced, and most knowledgeable parking consulting firm in the world. Our reputation speaks for itself and prospective bidders are familiar with our name and work product. This will provide you with instant credibility, which will help facilitate the value of incoming bids.

We encourage questions regarding our value proposition and look forward to hearing from you. I may be reached at 317.842.6890 (office) or 317.432.3755 (cellular).

Sincerely,

WALKER PARKING CONSULTANTS



John W. Dorsett, AICP, CPP
Senior Vice President

INDIANAPOLIS AIRPORT AUTHORITY PARKING SYSTEM

REQUEST FOR INFORMATION

MARCH 26, 2010



WALKER
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SECTION 1 – PRINCIPAL CONTACT AND PROJECT TEAM

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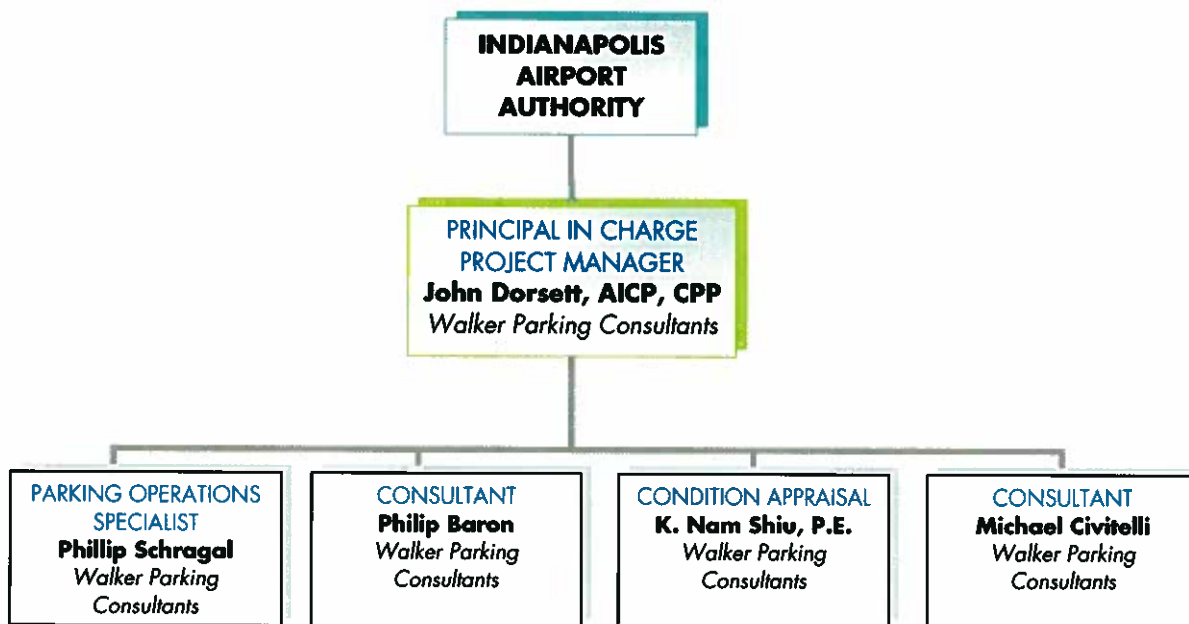
MARCH 26, 2010

PRINCIPAL CONTACT AND PROJECT TEAM

Principal Contact:

John W. Dorsett, AICP, CPP
Senior Vice President
6602 E. 75th Street, Suite 210
Indianapolis, IN 46250
317.842.6890 (office)
317.432.3755 (cell)
John.dorsett@walkerparking.com

At Walker Parking Consultants, we achieve our project goals by the proven excellence of our people, their technical expertise, their ability to communicate and to listen, and their proficiency in managing your project. The Walker team members who will be assigned to this project are as follows:



Walker provides consulting services throughout the United States. The uniqueness of each project requires the proper mix of specialists and support personnel from our firm. We have assessed the projected workload for each of the team members assigned to this project to make sure that they will have the appropriate amount of time in which to properly address your project requirements. Complete resumes for each team member are provided in the following pages.

JOHN W. DORSETT, AICP, CPP

SENIOR VICE PRESIDENT, DIRECTOR OF CONSULTING SERVICES



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As Senior Vice President and Director of Consulting Resources, John guides a parking consulting and study services group responsible for leadership in airport landside planning and design, functional design, operations consulting, planning and financial studies, and parking access and revenue control systems consulting and design. He provides leadership and the necessary resources to successfully deliver 250+ engagements annually.

As a working manager, a planner certified by the American Institute of Certified Planners ("AICP"), and a member of the National Parking Associations' Parking Consultants Council, John also from time-to-time consults on complex parking and transportation consulting projects requiring specialized expertise. John's leadership and project consultation is based on his involvement with hundreds of parking and transportation study engagements for architects, airports, hospitals, municipalities, real estate developers, and universities located in all 50 U.S. states and several foreign countries. The scope of these engagements has included parking supply and demand modeling, parking planning and concept design, market and financial analysis, shared parking, parking management, parking access and revenue control, and traffic and transportation studies.

In 1992, John was promoted to Department Head of the Parking Consulting and Study Services Group. In 1996, he was promoted to Director of Study Services and made a Principal of the firm. In 2000, he was promoted to Vice President. In 2006, he was promoted to his current position. He maintains a significant ownership interest in the firm and serves on the Walker Parking Consultants' board of directors.

Prior to joining Walker in 1990, John was employed with a national trade association and a national real estate developer. There, he successfully completed consulting assignments involving market, demographic, economic, financial feasibility, and site location studies for retail and residential housing developments. He is experienced in the planning, management, and administration of market surveys, including field data collection, direct mail, telephone, and personal interviews, as well as statistical analyses.

Education:

Master of Business Administration, Butler University, 1991

Bachelor of Science, Indiana University Kelley School of Business, 1985

Professional Affiliations:

American Institute of Certified Planners
American Planning Association
International Parking Institute
National Parking Association

NPA's Parking Consultants Council
Society of College and Univ. Planning
ACEC's Senior Executive Institute
The Urban Land Institute

Presentations and Publications:

John has delivered presentations and been published extensively. His work has appeared in the following periodicals: *Urban Land*, *The Parking Professional*, *Parking*, *Today's Facility Manager*, *Shopping Center Business*, *Health Facilities Management*, and the *Indianapolis Business Journal*.

REPRESENTATIVE EXPERIENCE:

PRACTICE LEAD

Led the delivery of 2,500+ parking and transportation engagements.

FINANCIAL

Conducted financial studies supporting over \$1 billion in project financing/construction.

Conducted due diligence studies including one for the sale of Allright Parking, a \$216M revenue/year firm in 1998.

Conducted financial study for a 10,000-space garage to serve North America's largest proposed convention facility, the 2.6M s.f. World Expo Center.

PRIVATE DEVELOPMENT

Performed 35+ private development projects featuring mixed-uses such as entertainment, convention/meeting room space, lodging, residential, and office.

Conducted shared parking studies for Arizona Center, Denver Place, Atlanta's Colony Square, and Seattle's Niketown.

Conducted parking Master Plan for Universal City Hollywood.

HOSPITAL

Performed 35+ hospital studies including those for Detroit Medical Center, Methodist Hospital, and Baptist Memorial Hospital, the largest medical centers in Michigan, Indiana, and Tennessee, respectively.

MUNICIPAL

Performed 35+ municipal studies including those for the cities of Cincinnati, Detroit, Kansas City, and Pittsburgh.

UNIVERSITY

Performed 25+ university studies including those for the Universities of Florida, Georgia and Florida State and California State (Fullerton)

Philip Baron specializes in planning and financial consulting projects for private and public entities nationwide. In this capacity, Philip is experienced in providing advice in a broad range of disciplines including parking system operations, capital planning, multi-year financial planning, rate analysis, methods of financing, and the structuring of various forms of tax-exempt securities. Philip has served as an advisor to public agencies, universities, hospitals and private investment firms involving over \$2.0 Billion in parking-related transactions.

In addition to Philip's expertise in financial studies, he has a genuine enthusiasm for working with communities in identifying creative planning solutions. He is proficient in communicating technical real estate planning and financing concepts to a wide range of audiences including corporate boards, city councils, underwriting agencies, bond rating agencies, community stakeholders, architects/engineers, and private investors. Philip recognizes that a community needs to be proactive about deciding what their future holds and that the best plans to guide the changes taking place in a community come from the people who know the community.

Education:

Bachelor of Arts in Business Administration, Eli Broad School of Business
Michigan State University

Certified Charette Facilitator, Knight School of Community Building
University of Miami School of Architecture

Professional Organizations:

Urban Land Institute
International Parking Institute
National Parking Association

Publications:

2005. "Parking Facility Economics and Approaches to Financing." In
Parking 101: A Parking Primer, a publication of the International Parking
Institute.

REPRESENTATIVE PROJECTS:

Bridgeport Port Authority Garage
Bridgeport, CT
Market & Financial Feasibility Analysis,
2000

Chicago Public Parking System
Concessionaire Agreement
William Blair & Company
Chicago, IL
Market & Financial Analysis, 2006
Served on the team of professionals that
advised the City on a \$564 Million, 99-
year Downtown Public Parking System
concession agreement that proved to be
the first transaction of its kind in the United
States.

City of Minneapolis Public Parking
Acquisition
Minneapolis, MN
Invesco Real Estate
Market Feasibility, 2007
Collaborated with the City and a private
infrastructure investment firm on the
monetization of the Minneapolis Public
Parking System.

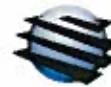
City of Sioux Falls
Downtown Planning Study
Sioux Falls, SD
Demand, Site Alternatives, Market &
Financial Analysis, 2007
Collaborated with the City and over 100
stakeholders representing interests within a
70-block study area to form a downtown
parking plan that addressed the impending
demolition of an existing parking ramp that
spanned a river, site evaluation and
development of two new parking ramps,
and the impact of 1.5 million square feet of
planned mixed-use development.

Tulsa Central Business District
Tulsa, OK
Market Feasibility, Supply/Demand,
Alternatives, 1999
Market, Financial, and Site Alternatives
Analysis, 2004
Market Demand, Alternatives, Financial
and Funding Analysis, 2008
Worked with the City and stakeholders on
the development of a parking master plan
that incorporated the changing dynamics
within the 98-block core Central Business
District.

Westpointe Mixed-Use Development
Norwalk Redevelopment Authority
Norwalk, CT
Shared Parking, Code, Market, and
Financial Analysis, 2007

PHILL SCHRAGAL

PARKING OPERATIONS SPECIALIST



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Phill Schragal heads Walker's Parking Operations Consulting Group, which includes studies related to all facets of Parking Operations, Due Diligence, Financial and Parking Planning, and Auditing. In addition, Phill is involved in the development, administration and negotiation of Request for Proposals for both private owners and public agencies seeking third-party parking management by professional parking operators. He also serves on the internal committee that reviews all Feasibility Studies completed by Walker Parking Consultants.

Phill joined Walker in 2006 and contributed immediately by collaborating with other team members on a project completed for William Blair & Company. He provided expert knowledge that contributed to the team's overall efforts in coordinating a 99-year, \$563 million concession agreement between the City of Chicago and Morgan Stanley Chase to operate Chicago's underground parking system.

Since joining Walker, Phill has successfully completed numerous studies including one for the oldest outdoor music venue in North America, Ravinia Festival. Ravinia Festival is home to 120+ annual events that attract 600,000+ attendees over a three-month summer season. Ravinia was experiencing operational and traffic management problems during large events. Phill reviewed the existing operating conditions and provided an alternative management plan to improve vehicular access into their primary parking facility. The new plan allowed additional vehicles to stage inside the lot boundaries during peak ingress, provided enhanced internal traffic flow, and reduced traffic back-ups onto arterial roadways and into the adjacent residential neighborhood. The benefit was an elimination of a recurring problem that had persisted for several years at the venue.

As a Parking Consultant with 20+ years of hands-on parking operations experience, many at an executive level, Phill is particularly adept at solving operational challenges and skillfully projecting financial outcomes.

In his former position with a national parking operator, Phill served as Vice President and Regional Operations Manager, overseeing more than 60 locations. He has managed the parking operations and related assets for multiple entities that included: the City of Chicago, the Chicago Park District, the Chicago Historical Society, JMB Realty; Jones, Lang and LaSalle, U.S. Equities, Urban Retail Properties, Shorenstein Realty Services, SMG, IFG, Four Seasons Hotels, and Northwestern Memorial Hospital.

Education:

Bachelor of Arts in Education
Northeastern Illinois University

Professional Affiliations:

Certified Parking Facility Manager – National Parking Association
National Parking Association
International Parking Institute

REPRESENTATIVE PROJECTS:

Petaluma Theatre District
Petaluma, CA
Financial Analysis, 2008

Downtown Parking Study
Rockford, IL
City of Rockford
Operations Review, 2008

Village of Oak Park
Oak Park, IL
Rate Study & Market Analysis, 2008

Washington Park
Chicago, IL
Chicago Park District
Market & Financial Study, 2008

North American Airport - Privatization
Due Diligence Consulting, 2008

Queens Family Courthouse
Jamaica Queens, NY
Dermott Company
Project Manager
Market & Financial Analysis, 2008

Norwalk Parking Authority
Norwalk, CT
City of Norwalk
Operations Review, 2008

1328 West Randolph
Chicago, IL
Blazen Media
Market Analysis & Consulting, 2008

1611 North Damen
Chicago, IL
NMD Investments, LLC
Functional & Financial Study, 2008

Sawyer International Airport
Gwin, MI
Sawyer International Airport and
Business Center
PARCS Cost Benefit Analysis, 2008

O'Hare Plaza
Chicago, IL
Jones, Lang and LaSalle
Project Manager
Parking Consulting, 2008



As a Project Manager and Parking Consultant in the Aviation Services Group, Michael utilizes his fifteen years of parking experience in assisting Walker's airport clients. His areas of focus include operations and management, parking access and revenue control (PARC) systems, technology analysis, specification and implementation, airport landside planning, ground transportation management, parking and revenue control audits, rental car operations, shuttle bus services and developing parking products and programs.

Prior to joining Walker, Michael spent more than eight years in airport management. He worked for the Port of Seattle at Seattle Tacoma International Airport (Sea-Tac) and at the Colorado Springs Airport. While at Sea-Tac he directed landside operations as a Senior Manager for this large hub airport serving more than 20 million annual origin and destination (O&D) passengers. Michael implemented a new parking revenue control system with one of the largest pay-on-foot payment applications in the United States, generated new revenues by developing new parking products, and managed a staff of over 100 people conducting parking, shuttle bus, ground transportation and communications center operations. In Colorado Springs, Michael managed all Airport Operations and Security including landside & airside construction coordination, developing new Standard Operating Procedures, serving as Airport Security Coordinator, and projects such as the rental car reconfiguration, runway construction and a PARCS system selection. Michael also served as an emergency responder and completed National Incident Management System (NIMS) classes.

In addition to his airports experience Michael also has over five years experience with parking and transportation management companies. He successfully managed multiple parking properties, garages and surface lots and valets, at such diverse locations as: hotels, airport "park and fly" lots, commercial office buildings, retail districts, medical centers, and events venues. Michael has made industry presentations at the International Parking Institute Conference, The Transportation Research Board Annual Conference, the American Association of Airport Executives Landside Management Conference and the Texas Parking Association Roundtable. Additionally, he serves as a member of Walker's internal PARCS Task Force and SOP Task Force.

Education:

Graduate Certificate, Executive Leadership Seattle University, Albers School of Business and Economics Bachelor of Arts State University of New York, Oswego

Professional Affiliations:

American Association of Airport Executives (AAAE) – Certified Member, International Parking Institute (IPI), Airports Council International (ACI), Airport Consultants Council, Texas Parking Association

Representative Projects:

Dallas Fort Worth International Airport
DFW Airport, TX
Terminal Development Plan – Parking Consulting

North American Airport
(Confidential)
North America
Financial Analysis, Capital Assets Analysis, P3 Transaction, Long Range Parking Strategy

Pittsburgh International Airport
Pittsburgh, PA
Financial Analysis, P3 Transaction, Long Range Parking Strategy

Allegheny County Airport Authority
Pittsburgh, PA
Financial Study

Sea-Tac International Airport
Seattle-Tacoma, WA
Parking garage expansion Installation of new PARCS Owner's Representative

Sea-Tac International Airport
Seattle-Tacoma, WA
Parking Reconfiguration, Shuttle bus fleet replacement

Sea-Tac International Airport
Seattle-Tacoma, WA
Airport ground transportation services Reconfiguration Owner's Representative

Los Angeles International Airport
Los Angeles, CA
Parking Access & Revenue Control System Consulting, Rate Setting Consulting

City of Fort Worth
Fort Worth, TX
Long Term Parking Strategy, Operator RFP, PARCS Design

K. NAM SHIU

VICE PRESIDENT/DIRECTOR OF RESTORATION RESOURCE GROUP



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Nam is a Vice President and Director of our Restoration Resource Group. He has over 32 years of experience identifying contributing causes of noted distresses and construction related defects. Nam has worked with building owners, property management companies, insurance companies, healthcare facilities, and government agencies. Currently, he is focusing on façade and curtain wall evaluations; building leakage evaluations; distress investigation, expert witnessing, and repair design for corrosion related deterioration.

On receipt of his Master's Degree, Nam joined the Portland Cement Association/Construction Technology Laboratories until 1989. His duties included conducting sponsored research; studying code modifications; conducting laboratory testing; maintaining field instrumentation and behavioral monitoring of structures; evaluating existing bridges and buildings, and on-site load testing. In 1989, he joined Wiss, Janney, Elstner Associates, Inc. His investigations included condition surveys, structural integrity appraisals, and recommending repair plans. He has investigated deteriorating prestressed concrete decks, precast concrete and brick building facades, balconies, terraces, highway and railway bridges, and high-rise buildings. He is also routinely used non-destructive testing such as impact-echo tests and ground penetrating radar tests.

Education:

Master of Science in Structural Engineering

University of Illinois, 1976

Bachelor of Science in Civil Engineering, with highest honors

University of Illinois, 1975

Professional Affiliations:

American Society of Civil Engineers, ASCE - Fellow

American Concrete Institute, ACI - Fellow

Committee 444, Experimental Analysis – Former Chair

Committee 364, Rehabilitation – Member

Committee 437, Strength Evaluation of Existing Structures - Member

Committee 209, Concrete Creep and Shrinkage - Member

ACI Raymond C. Reese Award Recipient for web crushing of

Reinforced concrete earthquake-resistant structural walls, 1984

Transportation Research Board, TRB

TRB Committee A2C05 - Field and Dynamic Testing - member

Precast/Prestressed Concrete Institute, PCI

PCI Committee on Prestressing Steel

ACEC/IL Liaison Committee

Metropolitan Water Reclamation District of Greater Chicago, Member

The Institute of Structural Engineer - Member

Registrations:

Registered Structural Engineer in the State of Illinois

Licensed Professional Engineer in Florida, New York, Minnesota, Colorado,

Michigan, and Georgia

Chartered Engineer in the United Kingdom

REPRESENTATIVE PROJECTS:

St. John Residential Parking Structure
Houston, TX

*Investigation and Schematic Design of
Deficient Bar-Joist Parking Structure,
Also provide Technical Expert Witnessing
Support for the Owner,*

University of Florida (11)

Gainesville, FL

*Asset Management Plan for multi-ramp
multi-year, Condition appraisal*

69 W. Washington Building & Plaza
Chicago, IL

*Water Leakage Investigation of Plaza and
Windows*

Central DuPage Hospital

Winfield, IL

*Beam repairs, condition appraisal,
expansion joint repair, restoration repair
documents*

Chicago W-Center (Midland Hotel)

Chicago, IL

*Critical Examination and subsequent repair
of Terra Cotta Building Façade*

Chiquita Center

Cincinnati, OH

*Condition appraisal, construction
administration, parking structure
evaluation, restoration repair documents,*

Denver International Airport

Denver, CO

On-site testing, seismic evaluation

Edgewater Hospital Façade

Chicago, IL

Close-up façade evaluation of 6 buildings

Floyd Medical Center

Rome, GA

*Condition appraisal, restoration repair
documents*

Grant Park South

Chicago, IL

*Restoration Consulting, Restoration repair
documents*

INDIANAPOLIS AIRPORT AUTHORITY PARKING SYSTEM

REQUEST FOR INFORMATION

MARCH 26, 2010



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We encourage the Authority to contact our clients. The following list of clients has been specifically selected due to the relevance they share with the scope of work we propose for this endeavor.

CLIENT REFERENCES

Werner Baier
Senior Manager
Commercial and Property Activities
HOCHTIEF AirPort GmbH
AlfredstraBe 236
45133 Essen
Germany
Tel. +49 201 824-1550
werner.baier@hochtier-airport.de

Jones Lang LaSalle
Jen Sweeney, General Manager
8725 West Higgins Road, Suite
105
Chicago, IL 60631
Tel. 773.380.0608
jen.sweeney@am.jll.com

Thilo Tecklenberg, PhD
Director, Project Development
Bilfinger Berger BOT, Inc.
Suite 2610 Park Place
66 Burrard Street
Vancouver, British Columbia
V6C 2X8
Canada
Tel. 604.678.6539
thilo.tecklenburg@pi.filfinger.ca

Urban Retail
Barry Graham, Exec. Vice
President/General Manager
900 North Michigan Avenue,
#850
Chicago, IL 60611-1582
Tel. 312.915.3910
grahamb@urbanretail.com

Thomas E. Lanctot, Partner
(and) Nathan Flynn, Municipal
Financial Advisor
William Blair & Company
222 West Adams Street
Chicago, IL 60606
Tel. 312.236.1600
tlanctot@williamblair.com
nflynn@williamblair.com

William Brown
Invesco Real Estate
Three Galleria Tower, Suite 500
13155 Noel Road
Dallas, Texas 75240
Tel. 972.715.7443

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WALKER'S UNIQUE QUALIFICATIONS

TECHNICAL AND PRACTICAL EXPERIENCE

We specialize in parking infrastructure monetization transactions, having provided consulting services on the Chicago Underground Parking System, a major North American airport transaction and the City of Minneapolis sale. Moreover, we also consulted on a prospective monetization transaction led by the Harrisburg Parking Authority until the transaction was aborted due to lack of City Council support. Additionally, the staff members in our Chicago and Indianapolis offices have personal familiarity with the transactions, as all were covered heavily in the local media.

Parking has been our core business for 45 years and our team of engineers, operations consultants, and market and financial specialists is available to support this monetization transaction. We are a full-service professional services firm that can meet all of your parking consulting-needs in house.

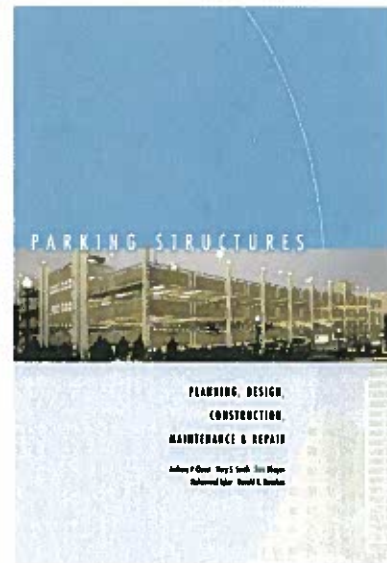
Our core competency enables us to keep projects on schedule, deliver work product on time and respond quickly to any client requests. When emergencies arise that result in key players being unavailable, we have the depth needed to fill in with other equally qualified experts.

Unlike smaller or larger firms with limited parking-related expertise, we meet the most demanding schedules because we have a substantial pool of consultants and resources to draw upon.

Current and prospective operators of a parking facility want to understand their liabilities and often need someone to quantify the liabilities, so they can properly budget for and negotiate monetization transactions. We understand the tangible value of an existing parking location through our design of over 5,000 parking facilities and restoration of an equal number of structures.

Our engineers know how to assess the condition of a facility by identifying necessary repairs and projecting repair costs. We perform life cycle cost analyses to educate current and prospective owners on what to expect in the way of future ongoing maintenance and repair costs.

FIRM HISTORY



We wrote the book on Parking.

Walker's team members are active in the professional organizations that train the rest of the industry. In particular, we have several consultants on the Parking Consultants Council.

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We understand parking operations and our team of consultants has decades of real experience operating parking facilities throughout North America. We often identify the upside potential of parking facilities or systems immediately. We understand market conditions and parking rates, both important ingredients needed to maximize revenue and develop strategies to enhance revenue generation and more efficient ways of operating parking facilities.

Our market and financial studies team has assisted owners obtain over \$2 billion in project financing. Through our market analyses, we develop effective financial projections that reflect market conditions, upside potential, and increases in operational efficiencies.

The following list highlights some of the professional services that we can provide for this monetization transaction:

- Condition Assessments
- Market & Financial Analysis
- Facility Operation Manual
- Facility Maintenance Manual
- Facility Site Drawings
- Slab Testing & Investigation
- Environmental Assessments
- Property Inventory
- Utilities Assessments
- Energy Surveys
- Remaining Service Life / Replacement Cost Analysis
- Roadway Testing
- Facilitated Bidder Tours of Assets
- Participation in Bidder Meetings

Walker Parking Consultants is creating the new methods that other consultants will adopt.

What makes Walker uniquely qualified within the field of parking consulting is the fact that we are not just another business, we are a learning organization as well. Walker sets aside a percentage of net revenues every year to invest in training and research. We do more than other companies to make sure our staff are at the forefront of the industry.

The added benefits that we provide to our clients include:



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- Walker has produced key industry research, including the important update to the Urban Land Institute's landmark Shared Parking study. Our research keeps us at the leading edge of creative parking solutions for our clients.
- Walker's team members are active in the professional organizations that train the rest of the industry. In particular, we have several consultants on the Parking Consultants Council. This group interprets policy for the entire parking industry, and provides publications that guide other consultants on issues ranging from right-sizing to revenue to parking system management to efficient design guidelines.
- As an organization that invests in research and staff development, Walker has developed expertise in all areas of parking, including both planning (shared parking, financing), design (automated garages, circulation), restoration, and operations (equipment, management).
- No matter what questions our clients come up with about their parking system, we have someone within our staff who can help.

WALKER PARKING CONSULTANTS PROFILE

In our 45TH year of success, Walker Parking Consultants is the largest firm in the world that is devoted solely to parking consulting as well as the design and engineering of parking facilities. The firm has 15 offices in the United States and a professional staff of over 250 planners, architects, engineers, technicians, and support personnel. Walker offers the total spectrum in parking studies, design, restoration, and operations consulting.

The organizational structure of Walker's Consulting Resources Group optimizes the advantages offered by both centralization and decentralization. The Consulting Resources Group operates from centralized locations that serve as our training and research centers and enable us to simultaneously serve both the east and west coasts of the U.S. To effectively service local clients, key staff members who work with the Consulting Resources Group are located in most Walker offices. This structure benefits you by ensuring that Walker's standards are the highest possible, staff members are properly trained, and service is cost effective and responsive.

Walker's Parking Consulting and Study Services Group consists of professionals who have hundreds of years of combined experience in all aspects of the parking industry.

Parking Market and Financial Analyses

- Assists a parking facility developer.
- Determines whether a project is financially viable by projecting the net operating income and debt service coverage of a prospective parking facility or system.

Parking and Transportation Master Planning

- Maximizes user access to a campus or development
- Addresses issues involving parking supply/demand, pedestrian and vehicular circulation, traffic impacts, bikeways, wayfinding and signage, parking structure site analysis, cost implications, and parking and transportation system management.

Parking Operations Consulting

- Results in improved customer service and profitability through increased revenues and/or reduced expenses.
- Includes parking operator selection and negotiations.
- Analyzes organization.
- Reviews operational and oversight functions.
- Includes parking access and revenue control consultation.

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Walker's Parking Consulting and Study Services Group consist of professionals who have hundreds of years of combined experience in all aspects of the parking industry. They have produced over a thousand studies for municipal clients that cover a wide range of topics. A significant number of these studies have dealt specifically with the challenges faced by municipalities including:

- Supply and Demand Projections for Downtown Shopping and Mixed-Use Districts
- Parking Policies from Parking Requirements to Pricing
- Traffic and Parking Management Plans
- Financial Feasibility Analyses
- Specifications for Parking Equipment
- Traffic Engineering
- Operations Assessments
- Consensus Building
- Audits

We recognize that parking issues are not only multidimensional, but also impact and are impacted by other issues faced by cities.

Walker is recognized as a leader in parking technology and innovative policies, and the professional staff of the firm is active in professional associations related to parking. Our firm has made significant contributions to parking research and the published literature on parking.

Most recently, Walker completed a contract with the Urban Land Institute (ULI) and the International Council of Shopping Centers (ICSC) to lead a team of parking and transportation planning experts to update the landmark publication, *Shared Parking, Second Edition*. Our research represents parking characteristics of 91 land uses and is the base for projecting future parking conditions in mixed-use market areas and is at the forefront of maximizing the public benefits of shared parking in business districts in towns and cities alike.

In addition, the textbook, *Parking Structures: Planning, Design, Construction, Maintenance and Repair*, written by five senior officers of the firm and generally recognized as the state-of-the-art text, not only for parking structure design and engineering, from acceptable walking distances for parking facility users to issues of safety and security.

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RELEVANT PROJECT EXPERIENCE

Our relevant project experience is exemplified by the fact sheets provided on the following pages.

CHICAGO PUBLIC PARKING SYSTEM

LONG-TERM CONCESSION LEASE AGREEMENT



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Case Study Description:

The City of Chicago and the Chicago Park District issued a Request for Qualifications (RFQ) to private infrastructure investment firms to lease four underground parking garages beneath Millennium Park and Grant Park in the heart of downtown Chicago. The Chicago Park District owns Grant Park South, Grant Park North, and East Monroe Street garages, and the City owns the Millennium Park garage. Together, the four garages constitute the largest underground parking system in the United States, with a total of more than 9,000 spaces.

Problem:

The city needed to retire debt incurred by the construction of the Millennium Park and Millennium Park Garage. To do this, the city needed approximately \$70 million that would not come from an increase to any of the city's current taxes. Also, the administration for the city recognized that the challenge of managing the parking operation was becoming a greater burden. The challenge for the City was to implement a plan that would monetize the parking assets through a concession agreement with a private entity, thus eliminating the operating responsibilities associated with the parking system and generating capital to pay off outstanding debt.

Solution:

Walker Parking Consultants was retained by William Blair & Company, the City's lead financial advisor on the transaction, to provide specialized services in support of the successful formation and implementation of a parking monetization plan. Walker's multi-disciplinary advisors consisting of professional engineers, parking operators, and planners, effectively served an important and highly visible role on the project team as the trusted, independent technical advisors. The analyses and advisory services performed by Walker set forth a base understanding of the assets from which the project team and all the bidders formed their opinions of potential value.

As a result, the project team structured a long-term concession lease of the garages, which was the first privatization of a public parking system in the country. The City of Chicago and the Chicago Park District awarded Morgan Stanley with the long-term concession lease agreement for a 99-year lease of their parking garages. The bid was for \$563 million and the transaction paid off outstanding parking garage bonded debt and provided funding for capital improvements, including \$122 million for the Chicago Park District, \$35 million to rebuild Daley Bicentennial Plaza, \$122 million for neighborhood parks, \$120 million to establish a Long-Term Income Reserve Fund, \$35 million for a reserve designated for park replacement for Daley Bicentennial Park, and \$70 million to pay off existing parking garage debt.



Professional Services Provided by Walker

- Condition Assessment
- Market & Financial Analysis
- Facility Operation Manual
- Facility Maintenance Manual
- Facility Drawings
- Slab Testing & Investigation
- Environmental Assessment
- Property Inventory
- Utilities Assessment
- Energy Survey
- Remaining Service Life / Replacement Cost Analysis
- Roadway Testing
- Facilitated Bidder Tours of Assets
- Participation in Bidder Meetings

Client Reference:

Thomas E. Lancot, Partner
William Blair & Company
222 West Adams Street
Chicago, IL 60606
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TLancot@williamblair.com

INVESCO REAL ESTATE FINANCIAL ANALYSIS

MINNEAPOLIS, MINNESOTA



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Owner:

Invesco Real Estate

Case Study Description:

Invesco Real Estate retained Walker Parking Consultants for a review and to provide an opinion of projected parking revenues of five parking facilities to be possibly acquired from the City of Minneapolis. Invesco had attained a financial analysis that addressed the existing and projected operating revenue, expenses and net operating income for each property. They required an independent analysis that would be used to render an opinion on the future financial performance of their acquisition.

Problem:

Invesco required a clear and independent financial analysis of the parking portfolio under review for possible acquisition. The diverse and complex nature of the land uses in the surrounding market made it challenging for Invesco to determine with clarity the local variables that would materially impact the financial performance of the parking portfolio. Also, Invesco needed to understand the opportunities that may be gained by implementing a refined management structure, comprehensive marketing plan, and strategic pricing practices.

Solution:

Walker Parking Consultants reviewed the provided information pertaining to each of the five facilities. Walker then conducted a parking occupancy study of the facilities. A parking rate survey of public and privately-owned facilities and on-street parking within the downtown area was done to identify the local market as well as competitive facilities that may impact the future financial performance of each of the five parking ramps. Representatives of the City of Minneapolis and local real estate developers were interviewed to identify future real estate development projects that could affect operating revenues. From these interviews, the current and historical distribution of monthly and transient parking was identified, as well as current and prospective land uses adjacent to each of the five parking facilities. Future gross operating revenue was projected for each ramp for a ten year period based on Walker's assessment of demand generators and probable parking rates.

Benefit:

The professional services rendered by Walker provided the investment committee with an objective review of the Minneapolis parking portfolio that helped in determining the final bid amount.



Client Reference:

William Brown
Invesco Real Estate
Three Galleria Tower, Suite 500
13155 Noel Road
Dallas, Texas 75240
972.715.7443
972.715.5811



OWNER:

City of Harrisburg and Harrisburg Parking Authority

CASE STUDY DESCRIPTION:

The City of Harrisburg and the Harrisburg Parking Authority (HPA) issued a request for proposals in order to pursue a Public-Private Partnership (P3) for the long-term concession and lease of the parking facilities owned and operated by the HPA within the City's Central Business District (CBD). The agreement included nine HPA-owned parking garages totaling 7,461 spaces and 948 on-street metered spaces. The City and HPA engaged a third party financial advisor to assist in evaluating proposals for a fifty-year concession and lease agreement for the aforementioned parking spaces.

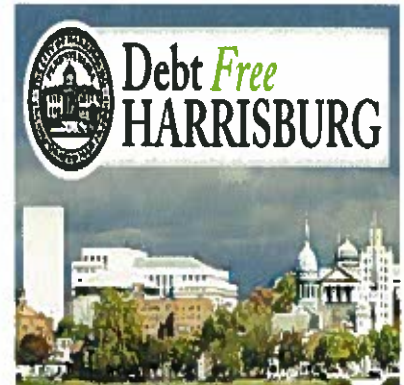
PROBLEM:

After the success of Chicago's P3 related to their parking garages, Harrisburg was interested in pursuing a similar partnership with a private enterprise. The City recognized the long and short-term opportunities associated with a Public-Private Partnership, including the ability to retire the parking authority's \$112 million in existing bonds issued to build the city's garages. The challenge for the City and HPA was to implement a plan that would still allow the City a great deal of control over the management of the garages, while taking advantage of the skills and capabilities of the private sector.

SOLUTION:

Bilfinger Berger BOT (BB BOT), a prospective bidder in the parking lease transaction, retained Walker Parking Consultants to provide an independent market analysis of the City's CBD and assist BB BOT's in-house life cycle advisor in creative methods to best maintain the City's nine parking structures. Walker mobilized a multi-disciplinary team of consultants, engineers and financial and technical advisors, with real-world experience in operating and managing parking systems as part of BB BOT's independent analysis.

BB BOT withdrew its participation in the project and the Harrisburg City Council eventually aborted the transaction. Before the transaction was aborted, the City of Harrisburg negotiated with the Harrisburg Parking Partnership (HPP), one of three teams who submitted qualified bids. Several modifications were made to a prospective leasing agreement, including a 75-year concession of nine garages, two lots and parking meters in the area generally bounded by Front Street, 6th Street, Maclay Street and Mulberry Street. The upfront payment of \$215 million to the City would have enabled the City to retire both the HPA debt obligation bonds and the City's \$100 million in general obligation bonds, saving more than \$11 million per year in debt service payments. The benefits to the City's residents, workers and visitors included tax rebates, additional police officers, and the demolition of seriously-blighted properties.



Professional Services Provided by Walker

- Condition Assessment
- Market & Financial Analysis
- Facility Operation Manual
- Facility Maintenance Manual
- Facility Drawings
- Slab Testing & Investigation
- Environmental Assessment
- Property Inventory
- Utilities Assessment
- Energy Survey
- Remaining Service Life / Replacement Cost Analysis
- Roadway Testing
- Facilitated Bidder Tours of Assets
- Participation in Bidder Meetings

Client Reference:

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Director, Project Development
Bilfinger Berger BOT, Inc.
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V6C 2X8
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thilo.tecklenburg@pi.bilfinger.ca

AIRPORT MONETIZATION PROJECT

NORTH AMERICA



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CASE STUDY DESCRIPTION:

Walker Parking Consultants was retained to assist a private airport operator and major investment banking firm to evaluate the potential of entering into a long-term concession and lease agreement for a large International Airport. The transaction involved the potential privatization of a major hub, commercial airport under the Airport Pilot Privatization Program authorized by federal law and administered by the Federal Aviation Administration.

PROBLEM:

The primary purpose of our engagement involved conducting a due diligence review of the existing parking, ground transportation and rental car operations that serve the airport and to value the long-term revenue and net income potential of the combined operations. Under current conditions, the parking operation is comprised of several parking lots and structures that offer both long and short-term parking; ground transportation consists of shuttle bus, taxi and livery services, used by airport customers, employees and long-term economy parkers and rental car services are provided at a consolidated rental car facility. The combined operations currently generate over \$35 million in annual revenue for the airport.

SOLUTION:

We reviewed the scope of services currently being provided; assessed existing agreements to be honored on a long-term basis, performed supply/demand analyze for both the on and off-airport parking operations, and benchmarked the rates and fees currently charged at other airport parking, ground transportation and rental car operations. We also prepared a best practice operating model and thirty year pro forma of revenue, expenses and projected operating income, assuming periodic rate changes and cost of living adjustments.

BENEFIT:

Over the course of the engagement, we developed and excellent working relationship with both clients and contributed effective operating plans and a working financial model to the team. Our model was incorporated into other models and used to assess the monetary value of funds available for the perspective bid process and long-term agreement.



CONTACT:

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Commercial/Property Activities
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The City and the RDA maintain a parking system that consists of 8 parking structures comprising 3,812 parking spaces, 17 surface parking lots containing 1,492 parking spaces, and 1,255 on-street metered parking spaces.

For the Fiscal Year ending June 30, 2009, parking enterprise fund gross revenues, which includes revenue from parking user fees and parking citations, were reportedly \$7.4 million and reported operating expenses were \$4.1 million. There is some outstanding debt associated with the City's parking assets; however, during the Fiscal Year ending June 30, 2009, this debt was serviced through a fund other than the parking enterprise fund. As of June 30, 2009, this outstanding parking debt was reported to be \$23.4 million.

The combined system (Parking System) includes all of the aforementioned assets. The City and the RDA seek to provide an independent analysis of the System in support of a potential long-term concession with a private investor or group of investors.

The primary objectives of this independent analysis are:

1. Provide potential investors with an analysis of the historical, financial and operational performance of the System.
2. Provide potential investors with an evaluation of the current condition of the System and an assessment of the capital expense budget required to maintain the System to industry standards over the life of the concession.
3. Provide review and expense projects over the life of the concession assuming (i) potential operation improvements, (ii) a market-based pricing regime for garages, and (iii) an optimal rate structure for meters.

The following section details the aforementioned work elements.

PROJECT UNDERSTANDING

Ability to Stay on Schedule.

Because of our significant resources we are confident of our ability to meet the project schedule.

Full-Service Firm. Walker will provide all of the required services in-house. We have the project management skills, engineering staff, parking operations expertise, and market and financial analysts needed to deliver quality service.

Experience with P3 Projects.

Our team assembled for this project brings previous experience with "P3" projects. This experience will be put to use and help maximize the value of incoming bids.

Reputation. Walker Parking Consultants is the largest, most experienced, and most knowledgeable parking consulting firm in the world. Our reputation speaks for itself and prospective bidders are familiar with our name and work product.

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TASK 1 – REVIEW EXISTING ASSETS AND OPERATIONS

DETAILED SCOPE OF WORK

1. Review of Existing Assets and Operations.
 - a. Document all System assets including:
 - i. Location
 - ii. Age
 - iii. Physical Description
 - iv. Hours of Operation
 - v. Parking Rates
 - vi. Staffing
 - b. Field inspect the existing System assets and review existing conditions to identify near term and longer term capital expenditures required to maintain System assets at industry standards.
 - i. Develop a capital expenditure budget by location and by category
 - ii. Identify any additional tests that may be necessary to determine condition of System assets, and provide relevant costs associated with such assessments.
 - iii. Prepare a report that identifies the estimated capital expenditures (annual and in total) necessary to repair and maintain System assets to industry standards over the life of the concession, including assumptions used.
 - c. Financial Review of System.
 - i. Develop a revenue and expense forecast model and sensitivity analysis in a format that can be easily distributed to potential investors. Such analysis should include any relevant historical and current financial information
 - ii. Review parking space usage, historical and current
 - iii. Summarize all parking rates by asset
 - iv. Analyze turnover rates
 - v. Analyze utilized capacity and remaining unutilized capacity



- vi. Compile available historical operating statements for each structure and space including rate history

d. Market Analysis

- i. Where publicly or otherwise available, identify all Authority-owned parking assets and utilization and parking rates, turnover and operating statements
- ii. Where available, review existing market analysis reports
- iii. Analyze past and future factors that could affect demand for Authority assets, on an asset-by-asset basis as relevant
- iv. Identify parking market trends.
- v. Review Authority asset rates in comparison to competing private parking facilities.
- vi. Review of future development plans that may affect operating results.
- vii. Obtain benchmarking information for other airports and provide commentary with respect rates at Authority assets.

TASK 2 – OPERATIONS AND MANAGEMENT REVIEW

- a. Prepare an operations and procedures manual for the Authority assets for inclusion in the concession documents.
- b. Prepare maintenance and repair manual, including specifications for the development of any new projects or facilities, as relevant.
- c. Determine, review and document such other information as may affect operations of the parking assets under a potential concession.

TASK 3 – REPORTS

Objective: Prepare draft and final reports setting forth analyses and findings and document all work undertaken in and supporting information necessary for completing the work outlined.

TASK 4 – TECHNOLOGIES AND STRATEGIES

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Objective: Identify key parking technologies and strategies to be considered to enhance revenue, reduce expenses or improve customer service.

TASK 5 – MEETINGS

Objective: Participate in progress meetings and be available as a resource to potential investors, as required.

OPERATIONS AND MANAGEMENT

Walker Parking Consultants does not manage parking facilities. We do, however, employ a number of consultants who accumulated decades of parking operations experience prior to joining the firm. As shown in this submittal, we call attention to two such individuals, Michael Civitelli and Phill Schragal.

Michael Civitelli – Consultant. In addition to his parking consulting experience, Michael brings years of parking operations experience to this project, including years as at SEATAC International Airport and years with Colorado Springs Municipal Airport, plus years as a private parking operator. Through this experience, Michael understands how to innovatively generate more revenues and control expenses. While at SEATAC, he had responsibility for managing a valet parking contract and therefore understands airport parking valet operations. Michael brings an executive presence and strong communication skills to this project. Michael will serve as DFW's daily contact and manage all production tasks associated with this project. During his employment with SEATAC, Michael managed a valet parking operator contract; through this experience, Michael understands valet parking operations and particularly the unique challenges of airport valet parking operations.

Phill Schragal – Senior Parking Operations Specialist. In addition to Phill's five years of parking consulting experience with our firm, he worked 20 years for a NYSE-traded parking operations company. In his most recent capacity as an officer with this firm, Phill had profit and loss responsibility for over 60 properties in the Chicago area that generated over \$75 million in annual revenues. In this capacity, Phill was routinely challenged to act entrepreneurially and find ways to improve the bottom line. Phill's

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charge on this project will be to collaborate with Michael Civitelli, Phil Baron, and others to identify ways to increase revenues and potentially reduce expenses. Phill will have input and review the financial model and all work products associated with this assignment.

THOUGHTS ON HOW WE CAN ADD VALUE

Walker Parking Consultants is interested in serving the Indianapolis Airport Authority in a technical advisory capacity. We do not have the capacity or interest in financing any transaction or operating the airport parking system. Therefore, we propose to contract with the Indianapolis Airport Authority and/or its financial advisor to provide technical services. Our fees are negotiable and would be based on the effort required.

We add value by identifying and quantifying upside potential, whether this is through rates increases that are supportable by the marketplace, more cost effective operations, and the addition of parking products. We also add value by identifying and quantifying the downside associated with repairs or capital expenditures that may be necessary to preserve the useful life of a parking asset and minimize recurring capital and operating maintenance costs.



APPENDIX A

List of Airport Consulting Projects

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NAME	CITY	STATE	SERVICES	SPACES	YEAR COMPLETE
19th & Wazee Denver International Airport	Denver	CO	Parking Consulting		1998
Austin - Bergstrom Int'l Airport Parking Structure	Austin	TX	Restoration Study		2006
Austin - Bergstrom Int'l Airport Review	Austin	TX	Financial Study		2008
Abilene Regional Airport	Abilene	TX	Landside Planning		2006
Abu Dhabi International Airport	Abu Dhabi	UAE	Parking Consulting	5000	2011
Airport Long Term Trux (Airline Cargo Services)	So San Francisco	CA	Parking Consulting		2000
Airport Parking Strategies Review	Burlingame	CA	Planning Study		2008
Albany County Airport Addition	Albany	NY	Parking Consulting		2006
AMPCO Airpark Audit	Minneapolis	MN	Financial Study		Current
Ted Stevens Anchorage Int'l Airport Parking	Anchorage	AK	PARCS		1999
Ted Stevens Anchorage Int'l Airport Parking	Anchorage	AK	Restoration Study		1998
Atlantic City International Airport	Atlantic City	NJ	Parking Consulting		2006
Austin Bergstrom Airport Parking Feasibility	Austin	TX	Financial Study		2006
Austin Bergstrom International Airport	Austin	TX	Parking Consulting		2002
Austin Bergstrom International Airport PARCS	Austin	TX	PARCS		2007
Austin Bergstrom International Airport Parking	Austin	TX	Operations Study		2004
Baltimore Washington International Airport	Baltimore	MD	Operations Study		2005
Baltimore Washington International Airport	Baltimore	MD	PARCS		2006
Baltimore-Washington Airport ConRAC	Baltimore	MD	Parking Consulting	4000	1999
Beijing Airport Parking Facilities	Beijing	China	Parking Consulting		2007
Billings Logan International Airport	Billings	MT	Planning Study		2008
Birmingham Airport Authority	Birmingham	AL	Parking Consulting		2006
Birmingham Airport CIPP	Birmingham	AL	Restoration Study		2008
Birmingham Airport Rental Car Signage	Birmingham	AL	Parking Consulting		2005
Birmingham Airport Signage	Birmingham	AL	Parking Consulting		2003
Bismarck Municipal Airport Consulting	Bismarck	ND	Parking Consulting		2002
Blue Grass Airport Consulting	Lexington	KY	Parking Consulting		1996
Blue Grass Airport Parking Structure	Lexington	KY	Parking Consulting	1900	1998
Boise Airport Expansion	Boise	ID	Structural & Functional	1600	2004
Bradley Airport	Hartford	CT	Parking Consulting		1998
Bradley Airport Master Planning	Hartford	CT	Parking Consulting		2001
BWI International Airport CONRac Facility	Baltimore	MD	Structural & Functional	5600	2003
BWI Park 'N Go	Baltimore	MD	Parking Consulting		1996
BWI Roof Deck Pier Removal	Baltimore	MD	Restoration Design		2004
Charlotte/Douglas International Airport	Charlotte	NC	Study Services		1996
Charlottesville-Albemarle Airport Parking	Charlottesville	VA	Parking Consulting		2003
Chattanooga Metropolitan Airport Master Plan	Chattanooga	TN	Planning Study		2007
Chicago O'Hare Airport Operations	Chicago	IL	Operations Study		1998
Chippewa Valley Regional Airport	Eau Claire	WI	PARCS		2008
Colorado Off-Airport Parking	Denver	CO	Study Services		2001
Colorado Springs Airport	Colorado Springs	CO	Study Services		1996
Colorado Springs Airport Concept Design	Colorado Springs	CO	Parking Consulting		2004
Continental Airlines Employee Lot PARCS	Houston	TX	Operations Study		Current
Dallas Love PARCS	Dallas	TX	PARCS		1998
Dallas-Fort Worth Airport	Dallas	TX	Parking Consulting		1999
Dallas-Fort Worth Airport - Terminal D	Dallas	TX	Parking Consulting		2001
Dayton Airport PARCS & Management Study	Dayton	OH	Study Services		1998
Della Airlines Functional	Atlanta	GA	Parking Consulting		2001
Denver International Airport Module 4 West	Denver	CO	Parking Prime	1650	2008
Denver International Airport Parking Structure	Denver	CO	PARCS	12000	1994
Denver International Airport Parking Study	Denver	CO	Planning Study		2005
Denver International Airport Parking System	Denver	CO	Operations Study		2006
Denver International Airport Pikes Peak Lot	Denver	CO	Parking Consulting		2006
Des Moines International Airport North & South	Des Moines	IA	Restoration Study	2120	2007

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NAME	CITY	STATE	SERVICES	SPACES	YEAR COMPLETE
Ramps					
Detroit City Airport	Detroit	MI	Study Services		2000
Detroit Metro Wayne County Airport	Detroit	MI	PARCS		1991
Detroit Metro Wayne County Airport Study	Detroit	MI	Financial Study		1999
Detroit Metro Wayne County Airport Northwest Terminal	Detroit	MI	Parking Consulting		2002
Detroit Metro Wayne County Airport Operations Consulting	Detroit	MI	Operations Study		2002
East Economy Parking Area	Phoenix	AZ	Parking Consulting	3700	2004
El Paso International Airport PARCS	El Paso	TX	PARCS		2000
Eppley Airfield Consulting	Omaha	NE	Parking Consulting		2001
Eppley Airfield North-South Ramps	Omaha	NE	Restoration Design		Current
Eppley Airfield Parking Structure Expansion	Omaha	NE	Parking Prime	3563	2008
Fine Airport Parking Structure	Tulsa	OK	Parking Consulting	1200	1998
Fort Lauderdale Airport Garage #2	Fort Lauderdale	FL	Parking Prime	4931	1999
Fort Lauderdale Airport Garage #2 PARCS	Fort Lauderdale	FL	PARCS		1999
General Mitchell Airport Garage 2	Milwaukee	WI	Parking Consulting	5000	1999
Greenville Airport Hangars	Greenville	SC	Restoration Services		2006
Halifax International Airport Parking Structure	Nova Scotia	Canada	Parking Consulting	2500	2009
Halifax International Airport Study	Nova Scotia	Canada	Planning Study		2007
Harrisburg International Airport Smartpark East	Harrisburg	PA	Parking Consulting		1993
Hartsfield Airport Employee Deck for Delta	Atlanta	GA	Parking Consulting	1200	2005
Hartsfield Airport Int'l Terminal Parking Structure	Atlanta	GA	Parking Consulting	1100	2005
Hartsfield Airport RFP for Management Firm	Atlanta	GA	Operations Study		1999
HCAA Continuing Engineering Repairs	Tampa	FL	Parking Consulting		Current
HCAA Letter Report - Roll-up Door Mishap	Tampa	FL	Restoration Services		Current
HCAA Long Term Garage Soffit Inspection	Tampa	FL	Restoration Design		Current
HCAA Netting Installation	Tampa	FL	Restoration Design		Current
HCAA RAC Roof Collapse	Tampa	FL	Restoration Design		Current
HCAA Transfer Level Carpet Replacement	Tampa	FL	Parking Consulting		Current
HCAA Trench Slab Replacement	Tampa	FL	Restoration Services		Current
Honolulu Airport	Honolulu	HI	Structural & Functional	1711	2009
Humphrey Terminal	Minneapolis	MN	Parking Consulting		2001
Huntsville Airport	Huntsville	AL	Parking Consulting		2007
Indianapolis Airport ADA Audit	Indianapolis	IN	Study Services		1999
Indianapolis Airport RFP	Indianapolis	IN	Operations Study		1996
Indianapolis Airport PARCS	Indianapolis	IN	PARCS		2000
Indianapolis Midfield Airport	Indianapolis	IN	Parking Consulting	7200	2008
Indianapolis Midfield Airport Garage	Indianapolis	IN	Parking Consulting		2000
Indianapolis Midfield Airport PARCS	Indianapolis	IN	PARCS		2005
Indianapolis Midfield Terminal Parking Garage	Indianapolis	IN	Parking Consulting		2004
Jackson Airport Rental Car	Jackson	MS	Parking Consulting		2003
Jackson International Airport Parking Structure	Jackson	MS	Restoration Study		2007
Jackson-Evers International Airport Expansion	Jackson	MS	Parking Prime	600	2006
Jacksonville Airport PARCS	Jacksonville	FL	PARCS		2002
Jacksonville Airport Parking Planning Study	Jacksonville	FL	Parking Consulting	2400	2001
Jacksonville Airport Parking Structure	Jacksonville	FL	Restoration Study		2001
JFK Airport - New Deck Addition	New York	NY	Structural & Functional		2001
JFK Airport Consulting	New York	NY	Parking Consulting		1997
JFK Airport Red Quadrant Garage	New York	NY	Parking Consulting	2300	2001
JFK Airport Terminals 5 & 6	New York	NY	Parking Consulting	1500	2002
Kansas City Airport Parking Lot	Kansas City	MO	Parking Consulting		1999
Kent County International Airport	Grand Rapids	MI	Parking Consulting		1997
LA/Ontario International Airport	Los Angeles	CA	Parking Consulting		1996

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NAME	CITY	STATE	SERVICES	SPACES	YEAR COMPLETE
LaGuardia Airport	New York	NY	Parking Consulting		2000
LaGuardia Airport Lot 4 Garage	New York	NY	Parking Consulting		2000
LaGuardia Airport Schematics	New York	NY	Parking Consulting	2000	2000
Liberty Station Off-Airport Lots G, M1, M2	San Diego	CA	Parking Consulting		2004
Lindbergh Field	San Diego	CA	Parking Consulting		1996
Little Rock Airport Study	Little Rock	AR	Study Services		1994
Logan International Airport PARCS	Boston	MA	PARCS		2007
Logan International Airport West Garage	East Boston	MA	Structural & Functional		2005
Los Angeles Airport PARCS	Los Angeles	CA	PARCS		Current
Los Angeles Airport Parking Garage #6	Los Angeles	CA	Parking Prime	949	2000
Luis Muñoz Marín Airport Employee Expansion	San Juan	PR	Parking Prime		1999
Luis Muñoz Marín International Airport	San Juan	PR	Parking Prime	4000	1998
McCarran Airport Budget Surface Lot	Las Vegas	NV	Parking Prime	1674	2008
McCarran Airport ConRAC Facility	Las Vegas	NV	Structural & Functional	5000	2006
McCarran Airport Copper Garage	Las Vegas	NV	Parking Prime		2006
McCarran Airport Employee Garage	Las Vegas	NV	Parking Prime		2005
McCarran Airport New Economy Lot	Las Vegas	NV	Parking Prime	5189	2008
McCarran Airport North 40 Site	Las Vegas	NV	Planning Study		2005
McCarran Airport Parking Garage Operations	Las Vegas	NV	Operations Study		1996
McCarran Airport Parking Structure	Las Vegas	NV	Parking Prime	5983	1996
McCarran Airport Revenue Control Study	Las Vegas	NV	PARCS		1997
McCarran Airport Terminal 3 Parking Facility	Las Vegas	NV	Parking Prime	5200	2010
McCarran Airport Vision Sign Banner	Las Vegas	NV	Parking Consulting		2005
McGhee Tyson Airport Expansion Joints	Alcoa	TN	Misc Eng/Architecture		1999
McGhee Tyson Airport Expansion Phase 4	Alcoa	TN	Structural & Functional	1100	2001
McGhee Tyson Airport Master Plan	Alcoa	TN	Planning Study		2006
McGhee Tyson Airport Phase 3	Alcoa	TN	Structural & Functional		1998
McGhee Tyson Airport Phase 4 Conceptual	Alcoa	TN	Parking Consulting		2008
McGhee Tyson Airport Phase 4 Study	Alcoa	TN	Parking Consulting		1999
McGhee Tyson Airport Rental Car Facility	Alcoa	TN	Parking Consulting	432	1996
McNamara Terminal Parking Garage	Detroit	MI	Parking Prime	11600	2002
Memphis Airport Parking Structure	Memphis	TN	Restoration Design		Current
Memphis International Airport Garage	Memphis	TN	Restoration Study	2800	2001
Memphis International Airport Garage #1	Memphis	TN	Parking Prime	3500	2004
Memphis International Airport Garage #2	Memphis	TN	Parking Prime	6000	2011
Memphis International Airport Garage #2	Memphis	TN	PARCS		2008
Memphis International Airport Parking Structure	Memphis	TN	Parking Prime		2000
Memphis International Airport Parking Structure	Memphis	TN	Restoration Study		2008
Memphis International Airport ConRAC	Memphis	TN	Parking Prime		Current
Miami International Airport Cargo Area Study	Miami	FL	Study Services		1996
Miami International Airport Employee Parking	Miami	FL	Study Services		1997
Miami International Airport Operations Study	Miami	FL	Operations Study		1998
Miami International Airport PARCS	Miami	FL	PARCS		2002
Miami International Airport Park 6	Miami	FL	Parking Consulting		2001
Miami International Airport Park 6	Miami	FL	Financial Study		2001
Miami International Airport Valet Parking Study	Miami	FL	Study Services		1998
Miami International Airport Westside Cargo	Miami	FL	Study Services		1996
Midway Surface Lot	Chicago	IL	Parking Consulting		1996
Minneapolis-St. Paul Airport Humphrey Terminal	St. Paul	MIN	Restoration Study		2002
Monterey Peninsula Airport District	Monterey	CA	Financial Study		2003
Naples Airport Parking Study	Naples	FL	Parking Consulting		2002
New Doha International Airport	Doha	UAE	Parking Consulting		2009
New Doha International Airport ConRAC	Doha	UAE	Structural & Functional	3100	Current
New Economy Lot Canopy Signs	Las Vegas	NV	Structural & Functional		Current

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New Orleans Airport ConRAC Facility	New Orleans	LA	Parking Consulting	2000	2009
New Orleans Airport Financial Analysis	New Orleans	LA	Financial Study		2001
New Orleans Airport PARCS	New Orleans	LA	PARCS		2004
New Orleans Airport Parking Structure	New Orleans	LA	Parking Prime	2509	2003
New Orleans CRCF - 65% Design Phase	New Orleans	LA	Parking Consulting		Current
Newark Airport Garage C	Newark	NJ	Parking Consulting		1998
Newark Liberty Airport Terminal A Expansion	Newark	NJ	Parking Consulting		Current
Norfolk Airport Consulting	Norfolk	VA	Structural & Functional		1995
Norfolk Airport Parking Expansion Phase I	Norfolk	VA	Structural & Functional	6000	2002
Norfolk Airport Parking Structure	Norfolk	VA	Structural & Functional	3205	2002
Norfolk International Airport Ph 2	Norfolk	VA	Parking Consulting		2003
Northwest Airlines Building C Flight Attendants	Eagan	MN	Study Services		1999
Northwest Airlines Building F	Eagan	MN	Study Services		2001
Northwest Airlines Inc.	Minneapolis	MN	Parking Consulting	1975	1999
Northwest Employee Parking Facility	Minneapolis	MN	Parking Consulting		1998
Northwest Regional Arkansas Airport	Bentonville	AR	Parking Consulting		1995
Oakland Airport Valet Parking	Oakland	CA	Study Services		2002
O'Hare Airport Parking Structure	Chicago	IL	Restoration Study		1996
O'Hare Airport Lot D	Chicago	IL	Parking Prime		1996
O'Hare Airport Shoring/Kenny	Chicago	IL	Misc Eng/Architecture		1996
Oklahoma Off-Airport Audit	Oklahoma City	OK	Operations Study		2004
Omaha Airport Master Plan	Omaha	NE	Parking Consulting		2008
Omaha Airport Parking Facilities	Omaha	NE	Restoration Study		2007
Omaha Airport Parking Structure	Omaha	NE	Restoration Study		2008
Orlando International Airport Expansion	Orlando	FL	Parking Consulting	4650	1999
Orlando International Airport Garage	Orlando	FL	Restoration Study		1996
Orlando International Airport Garage	Orlando	FL	Parking Consulting		1998
Orlando International Airport PARCS	Orlando	FL	PARCS		2001
Orlando International Airport Patio	Orlando	FL	Restoration Design		1997
Orlando International Airport South Schematics	Orlando	FL	Parking Consulting		2000
Orlando Sanford International Airport	Orlando	FL	Structural & Functional	830	2006
Ottawa International Airport	Ontario	Canada	Study Services		2001
Outagamie County Airport	Appleton	WI	Parking Consulting		1998
Palm Beach Airport Garage	W Palm Beach	FL	Restoration Study		2005
Palm Beach International Airport Garage 2	W Palm Beach	FL	Parking Prime	3456	2008
Palm Beach International Airport PARCS	W Palm Beach	FL	PARCS		2008
Panama Airport	Panama	Panama	Parking Consulting		2003
Parking Spot St. Louis Airport	St. Louis	MO	Restoration Study		2000
Parking Structure C @ John Wayne Airport	Irvine	CA	Parking Prime	2250	2009
PCAA Airport Parking Traffic Impact Analysis	Columbus	OH	Financial Study		2009
Philadelphia Airport Demolition Study	Philadelphia	PA	Study Services		1998
Philadelphia Airport Functional Design	Philadelphia	PA	Parking Consulting		1999
Philadelphia Airport Lighting	Philadelphia	PA	Parking Consulting		1996
Philadelphia Airport Parking Structure	Philadelphia	PA	Study Services		1996
Philadelphia Airport Parking Study	Philadelphia	PA	Planning Study		2008
Philadelphia Airport Parking Study	Philadelphia	PA	Study Services		1996
Philadelphia Airport Signage	Philadelphia	PA	Parking Consulting		1999
Philadelphia International Airport PS 1 & E/F	Philadelphia	PA	Parking Prime	5200	2003
Pittsburgh International Airport Parking Structure	Pittsburgh	PA	Restoration Design		Current
Port Columbus Parking Study	Columbus	OH	Study Services		1996
Port of Oakland Parking Audit	Oakland	CA	Operations Study		2003
Port of Portland PARCS Program	Portland	OR	PARCS		2003
Portland Airport Employee Surface Lot	Portland	OR	Parking Consulting		1995
Portland Jetport Parking Structure	Portland	ME	Restoration Resident	500	1994

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Portland Jetport Study	Portland	ME	Parking Consulting		1999
Raleigh Durham Airport PARCS	Raleigh	NC	PARCS		2005
Raleigh Durham Airport PG1	Raleigh	NC	Restoration Design		2006
Raleigh Durham Airport PG1 Analysis	Raleigh	NC	Structural & Functional		2003
Raleigh Durham Airport PG3	Raleigh	NC	Parking Prime	2713	2000
Raleigh Durham Airport PG4	Raleigh	NC	Parking Prime	5954	2009
Raleigh Durham Airport Terminal C Expansion	Raleigh	NC	Structural & Functional		2005
Reno/Tahoe Airport Crack Inspection	Reno	NV	Misc Eng/Architecture		2000
Reno/Tahoe Airport Garage	Reno	NV	Structural & Functional	2370	1997
Reno/Tahoe Airport Parking Structure	Reno	NV	Restoration Design		2005
RIAC Garage Restriping	Providence	RI	Restoration Design		2006
Richmond Airport Demand Update	Richmond	VA	Planning Study		1998
Richmond Airport Ground Transp. System	Richmond	VA	PARCS		1998
Richmond Airport Site Feasibility	Richmond	VA	Parking Consulting		1996
Richmond International Airport	Richmond	VA	Parking Consulting		2008
Richmond International Airport PARCS	Richmond	VA	PARCS		2008
Richmond PARCS	Richmond	VA	Parking Consulting		1994
Richmond PARCS	Richmond	VA	PARCS		1999
Rochester International Airport	Rochester	NY	Study Services		1996
Rockford Airport	Rockford	IL	Study Services		1999
Ronald Reagan Washington National Airport	Washington	DC	Parking Prime	4376	1996
Sacramento International Airport	Sacramento	CA	Parking Consulting		1996
Salt Lake City International Airport PARCS	Salt Lake City	UT	PARCS		2002
Salt Lake City International Airport Study	Salt Lake City	UT	Operations Study		2003
Salt Lake City International Airport Signage	Salt Lake City	UT	Parking Consulting		2002
San Antonio Airport PARCS	San Antonio	TX	PARCS		1999
San Antonio Airport Parking Structure	San Antonio	TX	Parking Consulting	2700	1999
San Antonio Airport Parking Study	San Antonio	TX	Parking Consulting		1996
San Diego Airport Parking Study	San Diego	CA	Planning Study		2004
San Francisco Airport Employee Parking PARCS	San Francisco	CA	PARCS		1999
San Francisco Airport Shuttle Bus RFP	San Francisco	CA	Operations Study		1996
San Francisco Airport West Field Employee	San Francisco	CA	Parking Prime	1722	1999
San Francisco International Airport Garage	San Francisco	CA	Parking Consulting	2950	2000
San Francisco International Airport PARCS	San Francisco	CA	PARCS		1996
San Jose Airport ConRAC Facility	San Jose	CA	Restoration Study		Current
San Jose Airport Consulting	San Jose	CA	Parking Consulting		1998
San Jose Airport Parking Structure	San Jose	CA	Structural & Functional		1999
San Jose Int'l Airport Parking Master Plan	San Jose	CA	Parking Consulting		2003
San Jose International Airport Parking Structure	San Jose	CA	Parking Consulting	14000	2001
San Jose International Airport Study	San Jose	CA	Planning Study		2006
San Luis Obispo Airport Parking Lots 4 and 5	San Luis Obispo	CA	PARCS		Current
San Luis Obispo County Regional Airport	San Luis Obispo	CA	Parking Consulting		2008
Sawyer International Airport PARCS Design	Gwinn	MI	PARCS		Current
Scranton/Wilkes Barre Airport Garage	Avoca	PA	Restoration Study		2004
Sea-Tac ConRAC	Seattle	WA	Parking Prime	5500	2010
Sea-Tac International Airport ConRAC Deck	Seattle	WA	Parking Consulting		1999
Sea-Tac International Airport D/E	Seattle	WA	Parking Prime	3100	2000
Sea-Tac International Airport Foundation Design	Seattle	WA	Structural & Functional		2003
Sea-Tac International Airport Intermodal	Seattle	WA	Parking Consulting		2000
Sea-Tac Int'l Airport Landslide Earthquake	Seattle	WA	Misc Eng/Architecture		2001
Sea-Tac Int'l Airport North Employee Lot	Seattle	WA	Parking Consulting		1997
Sea-Tac International Airport Rate Study	Seattle	WA	Planning Study		1996
Sea-Tac International Airport Restripe	Seattle	WA	Parking Consulting		2001
Sky Harbor Airport	Phoenix	AZ	Parking Consulting		2001

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Sky Harbor Airport Management Training	Phoenix	AZ	Operations Study		2005
Sky Harbor Airport Parking Study	Phoenix	AZ	Planning Study		2005
Smartpark (Harrisburg Airport) East Lot	Harrisburg	PA	Misc Eng/Architecture		1995
Sonoma County Airport PARCS	Sonoma	CA	PARCS		1999
Southwest Florida Airport Consulting	Fort Myers	FL	Parking Consulting		2002
Southwest Florida Int'l Airport Midfield Terminal	Fort Myers	FL	Structural & Functional	2542	2005
Southwest Florida International Airport	Fort Myers	FL	PARCS		2005
Southwest Florida International Airport Lot	Fort Myers	FL	Parking Consulting		2001
T. F. Green Airport Garage A	Providence	RI	Restoration Design		2006
T. F. Green Airport Garage B	Providence	RI	Restoration Study		2004
T. F. Green Airport Garage B Stair	Providence	RI	Restoration Design		2006
T. F. Green Airport Garage C	Providence	RI	Parking Consulting	1500	1999
Tampa International Airport	Tampa	FL	Parking Prime	8000	1998
Tampa International Airport SPG Wall	Tampa	FL	Misc Eng/Architecture		2006
Toronto Airport Parking Structure	Toronto	Canada	Parking Consulting	4500	2005
Toronto Pearson Airport Rental Car Study	Toronto	Canada	Parking Consulting		2007
Tucson Airport Programming	Tucson	AZ	Parking Consulting	2121	2001
United Co-Gen Garage at San Fran. Airport	San Francisco	CA	Parking Consulting		2001
US Airport Parking Operations Audit	Denver	CO	Operations Study	8000	2006
Wichita Mid-Continent Airport PARCS	Wichita	KS	PARCS		1998
Wichita Mid-Continent Airport Study	Wichita	KS	Study Services		1996
Yeager National Airport	Charleston	WV	Misc Eng/Architecture		2004